The Strategic Balanced Scorecard: A Coherent Approach To Results

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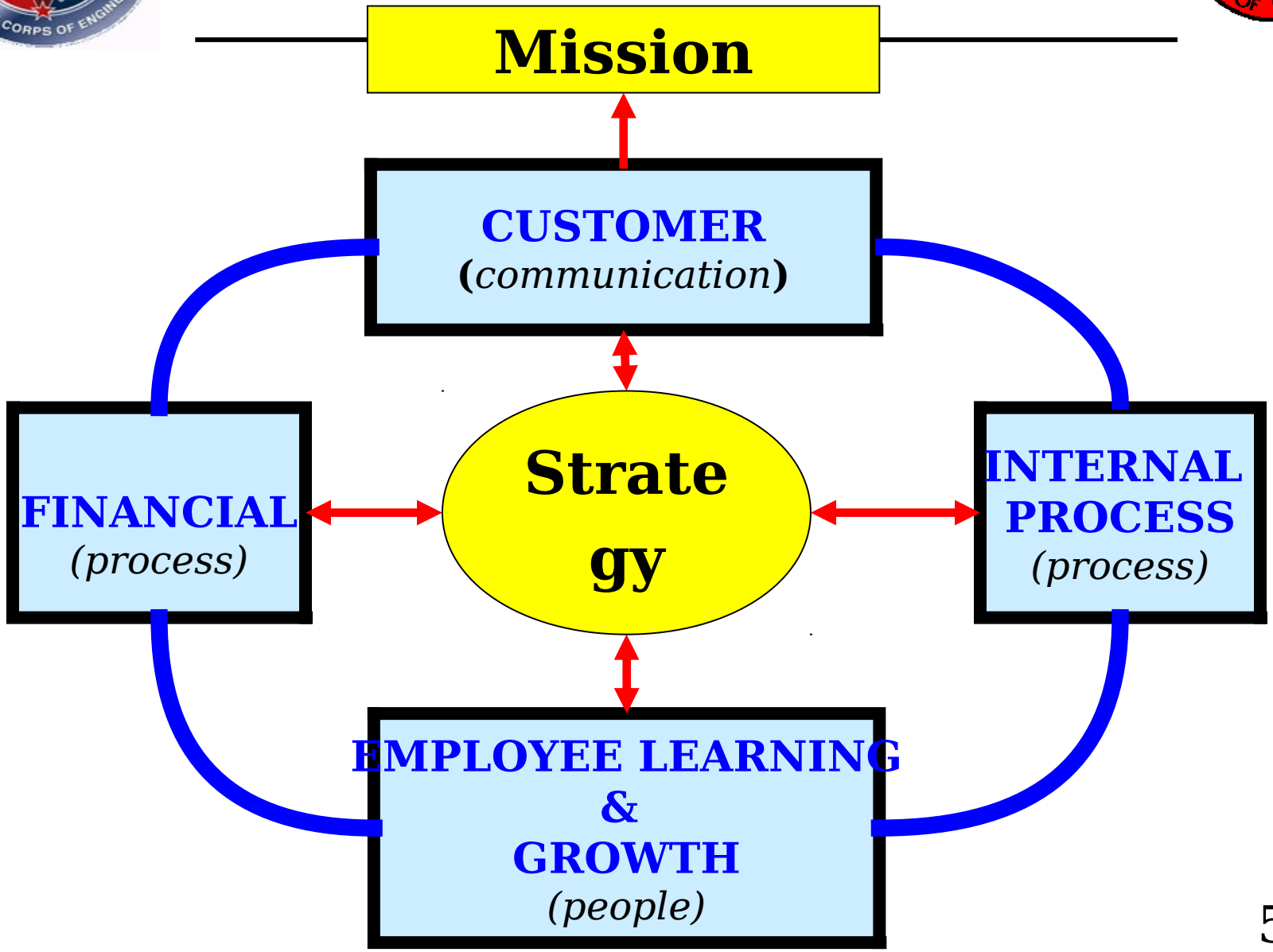
Overview

- ✓Define BSC
- ✓Review Perspectives
- ✓Identify Strategic Goals, Objectives & Initiatives
- ✓Develop RE CoP BSC
- ✓Translate Best Business Practice
- ✓Provide References

What Is the Balanced Scorecard

- *Translates USACE's mission, vision, goals & strategy into a comprehensive set of performance measures that provides the framework for a strategic measurement & management system for RE CoP.*

BSC Perspectives



Strategic "Goals"

- Excel as The Army's Real Estate Agent
- Deliver RE Expertise to Meet & Manage the Nation's Water Resources Needs
- Be the Provider of Choice for RE Services for DOD & Other Federal Agencies
- Empower a World-Class Public Real Estate Organization

Strategic "Objectives"

CUSTOMER	INTERNAL PROCESS
➢**Promote Organizational Communication**	➢Develop & Maintain Policy & Doctrine
FINANCIAL	**EMPLOYEE LEARNING & GROWTH**
➢Build & Maintain National/International Relationships & Coalitions	➢Promote a Capable Workforce ➢Enhance Learning Organization

Strategic "Initiatives"

CUSTOMER/STAKEHOLDERS

"Promote Organizational Communication"

- **Develop RE CoP Board**
- Engage With Congressional Staff & Members
- Develop Newsletter

INTERNAL PROCESS

"Develop & Maintain Policy & Doctrine"

- Update/Issue ARs & ERs
- Adopt Best Business Processes

FINANCIAL

"Build/Maintain National/International Relationships & Coalitions"

- Control Costs

LEARNING & GROWTH

"Promote a Capable Workforce"

- Develop, Maintain & Sustain Professional RE Personnel
- Succession Planning
- DAWIA Certification

"Enhance Learning Organization"

- Develop Tools For Sharing Lessons Learned & Knowledge Transfer

Strategic Goal

BSC Perspective

Strategic Objective	Initiative	Target	Measurement
What the strategy	Key Action / Program Require	How Success / Failure (Performance) Against	The Level Of Performance / Rate Of Improvem

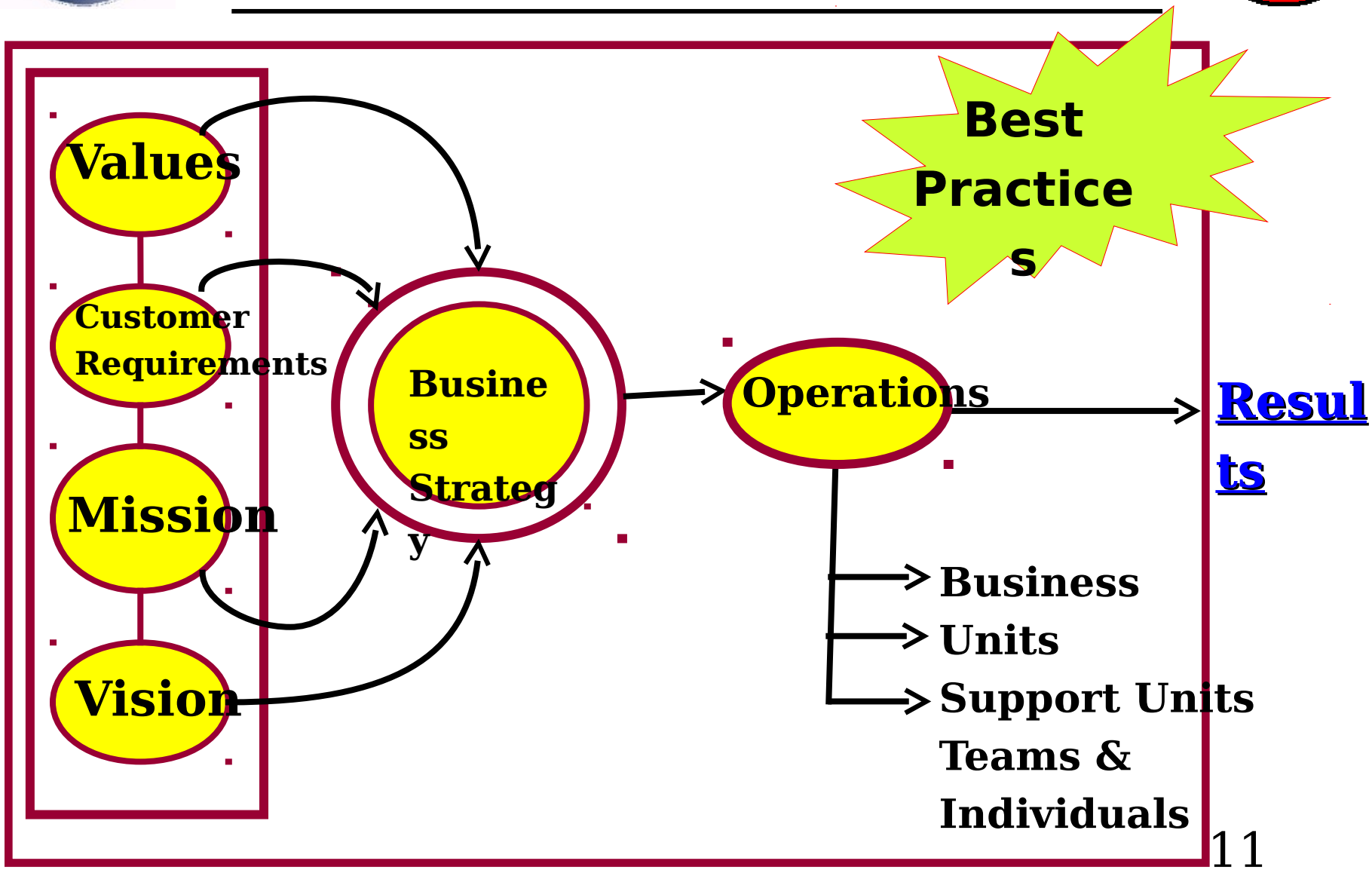
Strategic Goal

"Excel As The Army's RE Agent"

BSC "Customer" Perspective

Strategic Objective	*Initiative*	*Target*	*Measurement*
Promote Organizational Communication	Develop a RE CoP Board	Quarterly Meetings	Continuous Sharing of Information / Feedback on CoP Related Issues

What Customers Want Int What We Must Deliver”



References

WEB ADDRESSES:

http://www.aspanet.org/bscorecard/index.html

http://www.bscol.com/

https://eko.usace.army.mil/Login

http://www.balancedscorecard.org

TOOLKITS:

Engineer Knowledge On-Line:
https://eko.usace.army.mil/Login

Technical Engineering Network: http://ten.usace.army.mil

BOOKS:

The Strategy-Focused Organization, Robert Kaplan & David Norton, Harvard Business School Press

The Balanced Scorecards, Robert Kaplan & David Norton, Harvard Business School Press

“What matters in the end is completion. *Performance*. *Results*. High performance will become a way of